

Sam Sample

DECISION MAKER

MANAGEMENT DERAILERS SCREENING





REPORT STRUCTURE

This report presents Sam Sample's Personality Derailers profile in the following sections:

1. Guide to Using This Report

- Introduction
- Dimensions
- Results Scale
- Reference Group Used
- Response Style

2. Derailers Profile

- Derailers Profile Chart

3. Dysfunctional Behavioural Categories

- Eccentric – Absent-minded
- Appeasing – Acquiescent
- Suspicious – Mistrustful
- Volatile – Explosive
- Undisciplined – Nonconformist
- Detached – Disengaged
- Rigid – Perfectionistic
- Confrontational – Challenging
- Manipulative – Machiavellian
- Avoidant – Passive
- Arrogant – Self-centred
- Moody – Sullen

DISCLAIMER

This is a strictly confidential assessment report on Sam Sample. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Sam Sample.

The derailer profile arises from a self-report questionnaire and must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, motivation, interests, values, abilities and skills. As such the authors and distributors cannot accept responsibility for decisions made based on the information contained in this report and cannot be held directly or indirectly liable for the consequences of those decisions.

GUIDE TO USING THIS REPORT

INTRODUCTION

Risk is an inevitable by-product of almost any activity. This holds true to the risk factors associated with hiring decisions, which are no more so evident than when hiring managers or leaders. While it is often not possible for organizations to eliminate their exposure to such risks entirely, organisations can work to understand the risks and manage their exposure more effectively by investigating individuals' tendencies towards counterproductive behaviour. Personality derailers help identify such challenging behaviours.

The derailers report describes respondents' personality assessment results in terms of a series of dysfunctional behaviours that can present challenges for organisations in a variety of work settings. The dysfunctional behaviours assessed in this report have been developed from the American Psychiatric Association's and the World Health Organisation's systems for classifying personality disorders and from the seminal work of Theodore Millon on dysfunctional personality types. Despite the origin of these behaviours it should be noted, however, that the report does not assess clinical problems, but rather personality types that can be problematic in work settings.

1	Eccentric – Absent-minded	7	Rigid – Perfectionistic
2	Appeasing – Acquiescent	8	Confrontational – Challenging
3	Suspicious – Mistrustful	9	Manipulative – Machiavellian
4	Volatile – Explosive	10	Avoidant – Passive
5	Undisciplined – Nonconformist	11	Arrogant – Self-centred
6	Detached – Disengaged	12	Moody – Sullen

While extreme personality profiles present significant challenges in most organisational and work contexts, they can also be characteristic of high achievers. (This reflects the fact that high achievers often have quite rare and extreme personality profiles.) Whether such profiles result in functional or dysfunctional behaviour is, in turn, dependent upon the demands of the specific job role, and on the nature of the organizational culture. For example, while someone who has a high score on the 'Confrontational-Challenging' behavioural category is likely to create discord, disharmony and destabilise most organizations, such behavioural categories are often found among effective change agents and innovators. Similarly, while someone who has a high score on the 'Manipulative-Machiavellian' behavioural category may be prone to destabilise most organizations by acting in a manipulative and self-serving manner, such behavioural categories are often associated with effective 'political' operators and negotiators.

Therefore, when basing selection and assessment decisions on this report, it is important to consider the specific demands of the job, and nature of the organisation/team Sam Sample is/will be working with, as this will influence whether the behaviour will be functional or dysfunctional in that particular work context.

The behavioural categories assessed by this report are not pure personality types, but rather are collections of traits which, in combination, can have a negative impact upon a person's performance and culture fit within a given organisation. The dysfunctional behavioural categories consist of extreme scores on combinations of traits that occur quite rarely in the general population. Hence it is not uncommon for an individual to obtain no elevated scores on any of these dysfunctional behaviours. In such circumstances the Personality Derailer



Report will provide only limited information about that person's most likely performance, and typical behaviour, at work. In such situations assessors should refer to the other 15FQ+ reports (i.e. the Extended, Emotional Intelligence or Competencies Reports, etc.) to facilitate their selection and assessment decisions.

The report describes those dysfunctional behaviours that Sam's personality profile suggests he may be prone to display at work. These should be treated as hypotheses to be explored in greater detail through further assessment. Moreover, when basing selection and assessment decisions on this report it is important to mindful that how likely it is Sam will display any of the behaviours that have been identified in this report, will be moderated by a number of factors. These included his ability level, and job specific skills and knowledge, as well as situational factors, such as the organisation's culture and climate. The report should therefore be interpreted with reference to the results of other relevant assessments. For example:

- Whether or not Sam Sample has displayed any dysfunctional work behaviours in the past, can be assessed through a critical review of his work history, achievements and qualifications to date.
- His propensity to display dysfunctional work behaviours can also be assessed through structured interviews, situational judgement tests, role-plays and assessment centre exercises.
- His aptitudes and abilities can be assessed through the use of well-validated, work relevant psychometric tests.
- Sam Sample's job specific skills and knowledge can be assessed through work sample tests, behavioural observation, role-plays and assessment centre exercises.

Please Note:

- The report describes Sam Sample's most typical behaviour. Whether or not he will display any identified dysfunctional behaviour in a particular work setting will be influenced by the factors outlined above.



DIMENSIONS

Definitions of the 12 dysfunctional behaviours are presented below.

DYSFUNCTIONAL WORKPLACE BEHAVIOURS

Eccentric – Absent-minded: Individuals with a high score on this dysfunctional behavioural category have little concern for practical matters. They may also be inattentive to practical everyday matters, be forgetful and drift off into flights of fantasy.

Appeasing – Acquiescent: Individuals with a high score on this dysfunctional behavioural category lack assertion and tend to worry about what others think of them. As a result they are prone to say things that they believe will please others and place others' personal needs over their own.

Suspicious – Mistrustful: Individuals with a high score on this dysfunctional behavioural category are suspicious and prone to doubt others' motives. Tending to take a cynical view of human nature, they are likely to believe people are out to further their own ends. As a result, they would be expected to have little tolerance for others and are likely to show their irritation and frustration with them.

Volatile – Explosive: Individuals with a high score on this dysfunctional behavioural category are tense-driven and lacking in composure. In addition to this, they may have difficulty controlling their emotions. As a result, they are likely to vent their frustrations without giving consideration to the impact their outbursts will have on others.

Undisciplined – Nonconformist: Individuals with a high score on this dysfunctional behavioural category are spontaneous and flexible in their attitude and approach towards work, and are unlikely to feel bound by organisational rules, regulations and procedures. They are likely to be inattentive to detail and to be prone to make careless errors and mistakes. They may also be prone to rejecting tried and tested methods out of hand, and to break with the past, simply for the sake of rejecting custom and practice.

Detached – Disengaged: Individuals with a high score on this dysfunctional behavioural category have little interest in other people and are likely to be viewed as being cut-off, distant and reclusive. As a result, they are likely to dislikes teamwork, preferring to work on their own, away from what they may see as the distractions of other people.

Rigid – Perfectionistic: Individuals with a high score on this dysfunctional behavioural category are very perfectionistic and may be obsessive. Consequently, they are likely to be prone to become so focused on details as to lose sight of the bigger picture. As a result, they may be inflexible and rigid in their approach to problems.

Confrontational – Challenging: Individuals with a high score on this dysfunctional behavioural category are direct and may be pointed in their dealings with others. They are unlikely to be diplomatic and tactful, and would not be expected to hold back from saying what is on their mind, even if this might upset others. In addition to this they are likely to appear forceful and pushy, and be prone to be confrontational if challenged.

Manipulative – Machiavellian: Individuals with a high score on this dysfunctional behavioural category are cynical about human nature. As a result, they will be reluctant to deal with others in an open and upfront manner. Being disposed to approach working relationships in political way, they might be expected to be inclined to respond to events in what they consider to be a 'politically expedient' manner. As a result, they might say things which they believe others want to hear.

Avoidant – Passive: Individuals with a high score on this dysfunctional behavioural category lack confidence and are prone to feel anxious in social settings. Consequently, they would be expected to be reluctant to express their views and opinions. Prone to self-doubt, they may avoid taking on tasks for fear of making errors or mistakes.

Arrogant – Self-centred: Individuals with a high score on this dysfunctional behavioural category are confident in social setting, and tend present themselves as being very sure of their own views and opinions. As a result, others may consider them to be arrogant or even opinionated. They are also likely to have little interest in other people and would not be expected to be sensitive to others people's needs.

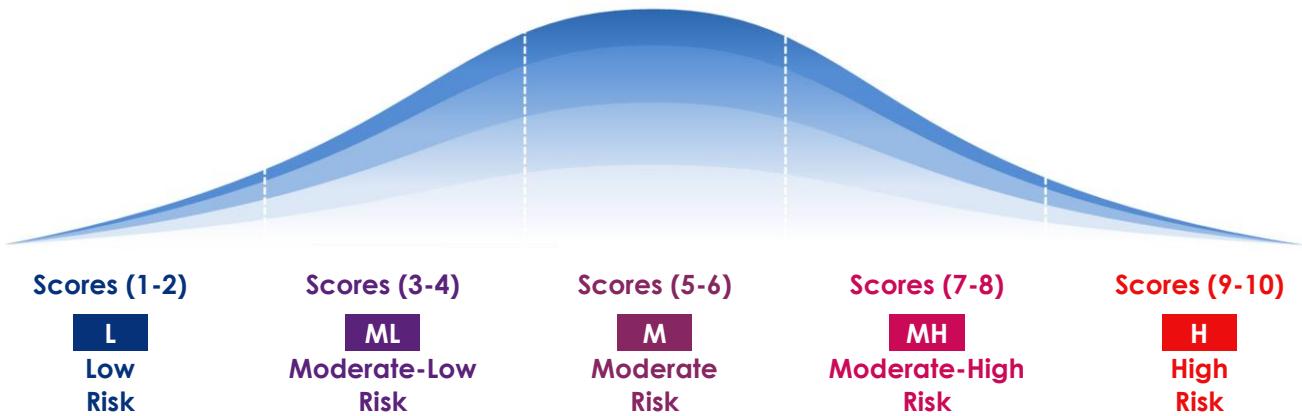
Moody – Sullen: Individuals with a high score on this dysfunctional behavioural category are prone to mood swings. Consequently their colleagues may find them to be changeable and unpredictable in how they react to events and situations. Having lower levels of energy and drive than most people, they are likely to have difficulty dealing with setbacks and failures, and may be inclined to give up when faced with adversity.



RESULTS SCALE

A reference group is used to evaluate Sam Sample's results and determine his tendency to exhibit dysfunctional workplace behaviours compared to others. His results are presented as standardised scores on a scale of 1 to 10.

The following chart represents a distribution of individuals on a particular scale, where high scores represent greater tendency to behave in a particular manner and low scores represent a reduced likelihood of behaving in a particular manner. An overall level ranging from a "Low" to a "High" risk is provided to help highlight areas of concern.



RESPONSE STYLE

The Fifteen Factor Questionnaire Plus (15FQ+) contains several scales which measure individuals' test taking attitudes and whether they were committed to portraying themselves accurately. Such measures inform practitioners of the degree to which they can trust and rely on the interpretation of respondents' profiles.

While the results suggest that Sam Sample may not have been particularly concerned about projecting a positive image of himself, he appears to have selected an unusually high number of middle or uncertain answers. This indication may be the result of his considered desire to reveal little of his true self, or may be a function of a genuinely moderate personality, perhaps reflective of someone who prefers not to readily express strong views on many issues. Furthermore, Sam Sample's results indicate that there was a strong element of randomness within how he answered the questionnaire. This indication may be the result of a conscious lack of commitment to the assessment process, a failure for him to buy into the process or simply a lack of willingness to portray his true self. Consequently, the number of central answers combined with the degree of randomness represents a high risk of distortion to the profile.

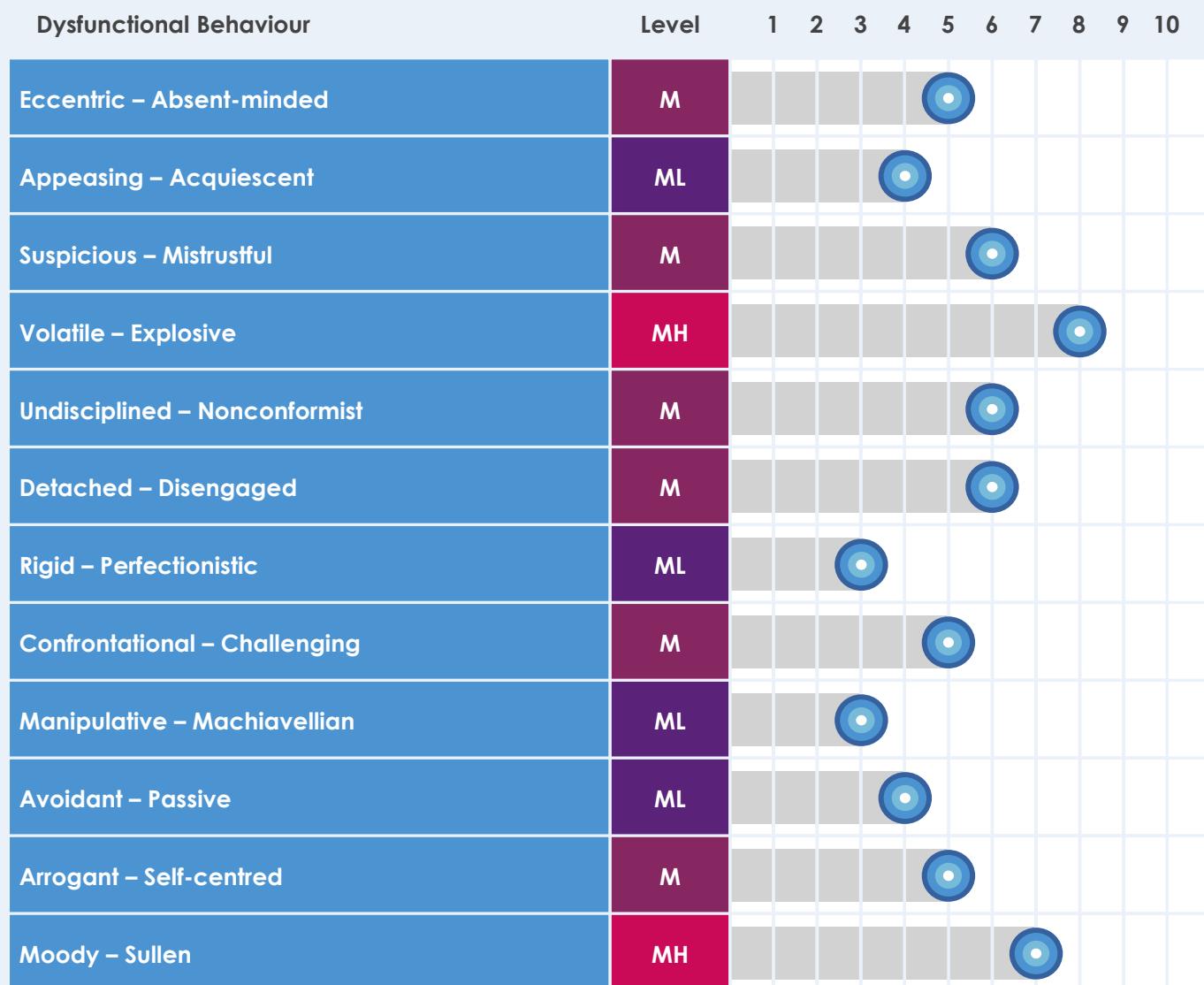


DERAILERS PROFILE

The dysfunctional behaviour scores are weighted composites of the traits that contribute to each behaviour. The score any given individual obtains on these scales depends not only upon that person's pattern of strengths and weakness across the behavioural categories, but also on the importance of each trait in contributing to the particular behavioural category.

Scores which pose 'High' or 'Moderate-High' risks should be investigated further. Descriptions of the behaviours which may impact Sam Sample's work are provided in the following sections.

DERAILERS PROFILE CHART





ECCENTRIC – ABSENT-MINDED

ECCENTRIC – ABSENT-MINDED PROFILE CHART



RISK LEVEL

The scale score Sam obtained on the 'Eccentric – Absent-minded' dysfunctional behaviour category falls within **the average range**. This suggests he is unlikely to display significant challenging behaviours within this category.

POTENTIAL RISKS

- No potential risks could be derived from his profile on this dysfunctional behaviour category.

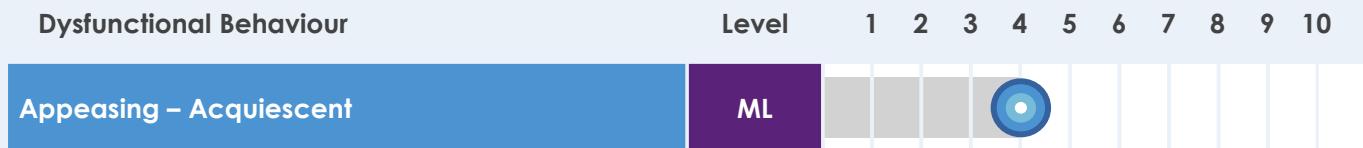
PROBING QUESTIONS

- Do you think you spend more or less time, thinking about things, than might others in your working group?
- Compared to others in your working group, do you think you have a preference for decisions based on logic, or on personal values?
- Do you prefer to work on 'bigger picture' ideas or do you prefer to get involved in the details of matters? Please provide an example.



APPEASING – ACQUIESCENT

APPEASING – ACQUIESCENT PROFILE CHART



RISK LEVEL

The scale score Sam obtained on the 'Appeasing – Acquiescent' dysfunctional behaviour category falls within **the below average range (i.e. is 4 or less)**. This suggests it is unlikely he will display challenging behaviours within this category.

POTENTIAL RISKS

- No potential risks could be derived from his profile on this dysfunctional behaviour category.

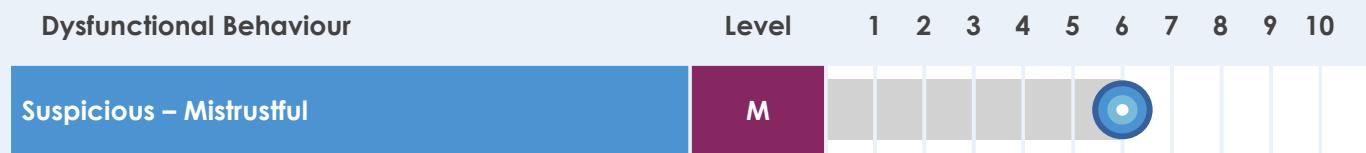
PROBING QUESTIONS

- Tell me about a work situation in which others voiced different feelings to yourself over something that was important to you. How did you handle it?
- Give me an example of when you last put your own wishes before those of others?
- What sort of person do you find most difficult to deal with and why?



SUSPICIOUS – MISTRUSTFUL

SUSPICIOUS – MISTRUSTFUL PROFILE CHART



RISK LEVEL

The score Sam obtained on the 'Suspicious – Mistrustful' dysfunctional behaviour category falls within **the average range**. This suggests he is unlikely to display significant challenging behaviours within this category.

POTENTIAL RISKS

- He is fairly suspicious and somewhat prone to doubt others' motives.
- Tending to take a relatively cynical view of human nature, he is likely to believe many people are out to further their own ends.
- He would be expected to be somewhat mistrustful of others and slightly reluctant to give people the benefit of the doubt.
- He is likely to have a fair degree of difficulty forming mutually supportive relationships with his peers and colleagues, which are founded on trust and shared respect.
- He is likely to be somewhat reluctant to delegate work, and give control and responsibility to colleagues, with him doubting they will live up to his expectations of them.
- He is fairly tense-driven and prone to be a little impatient.
- He would be expected to not have a great tolerance for people he considers to be slow, indecisive or obstructive, and is likely to be relatively prone to show his irritation and frustration with them.
- He is likely to be lacking in sympathy and understanding, and to be fairly critical and unforgiving in his attitude to others.
- He would be expected to not have a great faith in people and to be lacking in consideration and concern them.

Although potential risks have been highlighted, the risk of such behaviours arising remains moderate. If such behaviours do emerge, they are likely to be when Sam is stressed or working under extreme conditions.

PROBING QUESTIONS

- Give me an example of an occasion when you have doubted someone's intentions or motives, and have been justified.
- To what extent are you sceptical of what other people tell you?
- How tolerant are you of people who are underperforming?
- When people let you down, how do you react?
- Is your natural style to keep a little distance between yourself and those you work with? How does this help you at work?



VOLATILE – EXPLOSIVE

VOLATILE – EXPLOSIVE PROFILE CHART



RISK LEVEL

The score Sam obtained on the 'Volatile – Explosive' dysfunctional behaviour category falls within **the above average range**. This suggests he is more likely than many to display challenging behaviours within this category.

POTENTIAL RISKS

- Sam's profile indicates he is fairly tense-driven and somewhat lacking in composure.
- He is likely to have relatively low levels of frustration tolerance and be slightly inclined to respond to frustrations in a potentially explosive manner.
- He may be a little prone to temper outbursts, particularly with people he considers to be slow, indecisive or obstructive.
- Having obtained scores which indicate he is lacking in social restraint and not diplomatic, Sam is likely to vent his frustrations without giving particular consideration to the impact his outbursts will have on others.
- Tending not to be that motivated to censor what he says, he may be rather prone to pass ill-considered comments which reflect his sense of frustration and anger. It is possible such comments may at times cause offense when none was intended.

PROBING QUESTIONS

- Do minor things ever 'get on your nerves'?
- When did you last feel a sense of frustration over something at work?
- Give me a recent example of when you have felt like losing your temper with someone. What was it about?
- What sort of things do you do in order to relax?
- Give me an example of an instance when you felt really angry with someone, and let them know it in no uncertain way?



UNDISCIPLINED – NONCONFORMIST

UNDISCIPLINED – NONCONFORMIST PROFILE CHART



RISK LEVEL

The score Sam obtained on the 'Undisciplined – Nonconformist' dysfunctional behaviour category falls within **the average range**. This suggests he is unlikely to display significant challenging behaviours within this category.

POTENTIAL RISKS

- Sam is unlikely to feel strongly bound by organisational rules, regulations and procedures.
- Tending to believe respect has to be earned, rather than being due to a person's position or status, Sam is relatively unlikely to accept authority without question.

Although potential risks have been highlighted, the risk of such behaviours arising remains moderate. If such behaviours do emerge, they are likely to be when Sam is stressed or working under extreme conditions.

PROBING QUESTIONS

- When did you last just 'say what you felt' when talking to your boss or someone else of importance?
- What sort of obligations, if any, do you feel to those you work with?
- Do you think you adjust your social behaviour according to the group you are with? Give me an example.
- Give me an example of an occasion when you felt obliged to 'fit in with the group'.



DETACHED – DISENGAGED

DETACHED – DISENGAGED PROFILE CHART



RISK LEVEL

The score Sam obtained on the 'Detached – Disengaged' dysfunctional behaviour category falls within **the average range**. This suggests he is unlikely to display significant challenging behaviours within this category.

POTENTIAL RISKS

- Sam's profile indicates he has little interest in other people and is likely to be viewed as being cut-off, distant and somewhat aloof.
- He would be expected to have difficulty building rapport with others, and it is likely to take time for people to warm to him.
- He would be expected to have low levels of empathy and, as a result, he is unlikely to be a good listener.
- Tending to be quite insensitive to other people's emotional needs, Sam's colleagues are unlikely to turn to him for help and support. This might result at times in them not informing him of issues he needs to know about.
- His profile suggests he somewhat dislikes teamwork, rather preferring to work on his own, away from what he may see as the distraction of other people.
- He is likely to have little interest in 'small talk', and in the casual social interactions that help build and maintain team cohesion.
- When relating to colleagues and clients, he is likely to do so in an impersonal way which may be viewed as being somewhat stilted and somewhat wooded.
- He might occasionally be expected to try to avoid tasks that involve face-to-face contact with people.
- He is likely to appear to lack motivation and drive in comparison with his more lively and animated colleagues.
- As others are likely to view him as being somewhat dour and somewhat lacking in animation, he is unlikely to find it very easy to motivate his colleagues and subordinates and engender enthusiasm in them.

Although potential risks have been highlighted, the risk of such behaviours arising remains moderate. If such behaviours do emerge, they are likely to be when Sam is stressed or working under extreme conditions.

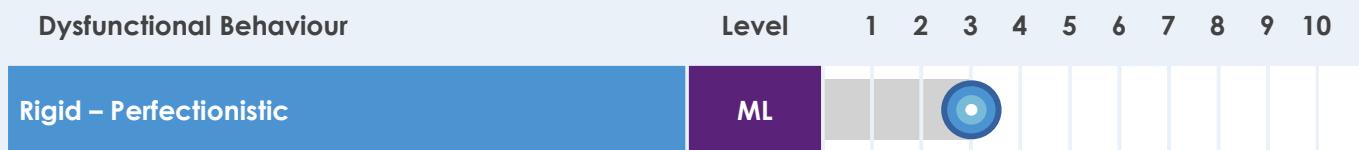
PROBING QUESTIONS

- How much time have you spent on your own in the last week or so?
- Give me an example of a time you had to deal with a colleague who was sad or upset.
- Can you think of an occasion when you found it easier to work on your own rather than in a group?
- Have you found it easier to cope when you are under pressure by getting on with things on your own?
- Describe a team experience you found particularly disappointing. What made the experience disappointing?
- Give me an example of a situation where you were responsible for motivating a team. Were you able to motivate them? How did you manage?



RIGID – PERFECTIONISTIC

RIGID – PERFECTIONISTIC PROFILE CHART



RISK LEVEL

The score Sam obtained on the 'Rigid – Perfectionistic' dysfunctional behaviour category falls within **the below average range (i.e. is 4 or less)**. This suggests it is unlikely he will display challenging behaviours within this category.

POTENTIAL RISKS

- No potential risks could be derived from his profile on this dysfunctional behaviour category.

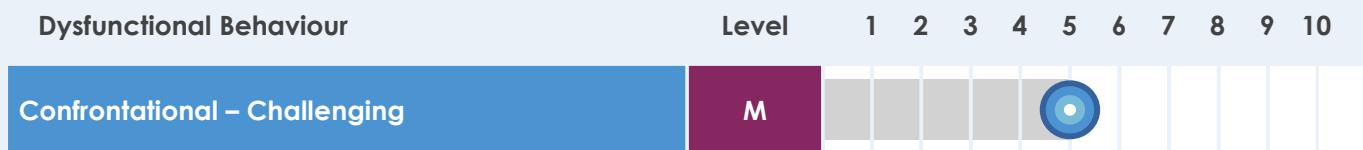
PROBING QUESTIONS

- Give me an example of a work-related risk you took which paid off.
- Are there any aspects of your work which require you to look at 'the big picture', rather than be concerned with the detail?
- Tell me about a time someone approached you with an innovative idea. What did you do?
- Give me an example of when you initiated a change at work.



CONFRONTATIONAL – CHALLENGING

CONFRONTATIONAL – CHALLENGING PROFILE CHART



RISK LEVEL

The score Sam obtained on the 'Confrontational – Challenging' dysfunctional behaviour category falls within **the average range**. This suggests he is unlikely to display significant challenging behaviours within this category.

POTENTIAL RISKS

- No potential risks could be derived from his profile on this dysfunctional behaviour category.

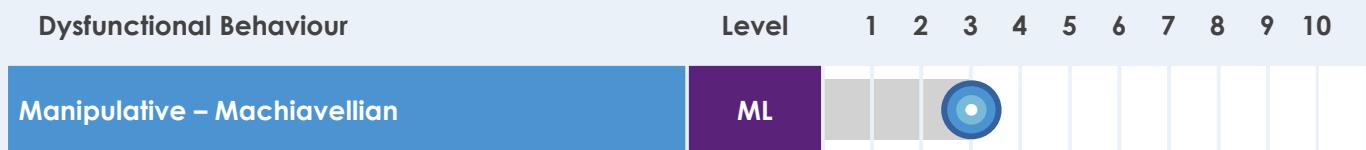
PROBING QUESTIONS

- When you compare yourself to others in your working group, do you think you are more diplomatic or more direct than they are?
- Can you think of a recent occasion at work when you wanted to say something very direct to a colleague, but held back for some reason?
- Give me an example of an occasion when you had to be very diplomatic at work in order to deescalate matters.



MANIPULATIVE – MACHIAVELLIAN

MANIPULATIVE – MACHIAVELLIAN PROFILE CHART



RISK LEVEL

The score Sam obtained on the 'Manipulative – Machiavellian' dysfunctional behaviour category falls within **the below average range (i.e. is 4 or less)**. This suggests it is unlikely he will display challenging behaviours within this category.

POTENTIAL RISKS

- No potential risks could be derived from his profile on this dysfunctional behaviour category.

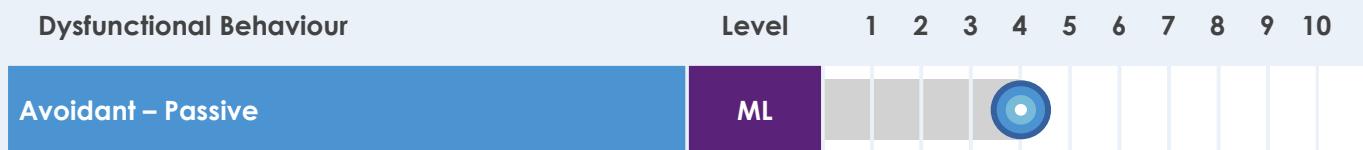
PROBING QUESTIONS

- Do others in your group look to you to 'give it to them straight' or do they see you more as a diplomat.
Give an example.
- Tell me about a time when you developed trust and loyalty with those you were working with.
- What approach do you use to sell your ideas to others in your organisation? What are the benefits of this approach?



AVOIDANT – PASSIVE

AVOIDANT – PASSIVE PROFILE CHART



RISK LEVEL

The score Sam obtained on the 'Avoidant – Passive' dysfunctional behaviour category falls within **the below average range (i.e. is 4 or less)**. This suggests it is unlikely he will display challenging behaviours within this category.

POTENTIAL RISKS

- No potential risks could be derived from his profile on this dysfunctional behaviour category.

PROBING QUESTIONS

- What if anything, makes you think you are more - or less - socially confident than those with whom you work?
- Tell me about a time when you stayed with an idea or project for longer than anyone expected you to.
- Describe a situation where you found it necessary to make an unpopular decision. How did you stand by your decision?
- Tell me about a time you had to communicate bad news to your team at work. What was the news and how did you communicate it?



ARROGANT – SELF-CENTRED

ARROGANT – SELF-CENTRED PROFILE CHART



RISK LEVEL

The score Sam obtained on the 'Arrogant – Self-centred' dysfunctional behaviour category falls within **the average range**. This suggests he is unlikely to display significant challenging behaviours within this category.

POTENTIAL RISKS

- He might be expected to be lacking in intuition.
- He is unlikely to be that diplomatic.

Although potential risks have been highlighted, the risk of such behaviours arising remains moderate. If such behaviours do emerge, they are likely to be when Sam is stressed or working under extreme conditions.

PROBING QUESTIONS

- Give me an example of supporting someone else's proposed ideas in a meeting.
- Describe a situation where you took the initiative to help or support a colleague at work.
- What do you do when you struggle to understand a complex concept?



MOODY – SULLEN

MOODY – SULLEN PROFILE CHART



RISK LEVEL

The score Sam obtained on the 'Moody – Sullen' dysfunctional behaviour category falls within **the above average range**. This suggests he is more likely than many to display challenging behaviours within this category.

POTENTIAL RISKS

- His responses to the assessment suggest he may be a little prone to feelings of despondency, with others possibly viewing him as being a little morose and sullen.
- His colleagues may find that his somewhat negative demeanour may unwittingly sap their enthusiasm.
- His scores indicate he is not particularly lively, animated and fun-loving. As a consequence he might be expected to have slightly lower levels of energy and drive than many people.

PROBING QUESTIONS

- What aspects of work do you find to be tedious or boring?
- Are there any aspects of your work that you find particularly draining?
- Do you regard yourself as more or less predictable than others in your work group?
- What do you do to maintain your enthusiasm during stressful work situations?
- How do you think others amongst your working group cope with boredom? Are you less tolerant or more tolerant of routine than others in your group?
- What are the things you look forward to most at work?